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Security Information

ORGANIZATION AND PROCEDURE

1. The Career Service Committee was appointed by the DCI in September 1951 and has the following membership:

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[redacted] Assistant Director (Personnel), Chairman
Colonel Matthew Baird, Director of Training

25X1A

[redacted] Assistant Director, ONE

25X1A

[redacted] Deputy Assistant Director, OSC

[redacted] was appointed Executive Secretary to the Committee on a full-time basis. The Committee holds weekly meetings.

25X1A

3. Six Working Groups have been established to aid in carrying out the missions of the Career Service Committee as speedily as possible and to create a broad base for planning purposes. Each group consists of about six persons of Division or Staff Chief or Deputy Assistant Director caliber. The groups were assigned a series of problems as shown in paragraph 7 below.

4. The several Assistant Directors were invited to participate by assigning these persons to the Working Groups on a part-time, in-addition-to-other-duties basis. The Working Groups were charged with effecting solutions to their assigned problems from an Agency-wide point of view. At the same time, each Working Group was directed to satisfy the requirements and harmonize the interests of the various Offices represented and, through informal consultation and pre-coordination, to insure that the interests of Offices not represented were considered.

5. Office membership on the Working Groups is determined by primary interest in subject matter. The Executive Secretary of the Career Service Committee meets with each of the Working Groups and coordinates their activities. The Working Groups hold regular meetings and hearings which are usually attended by the Consultant to the Career Service Committee and by such experts and advisors as the groups invite from time to time.

6. The Working Group on Selection Criteria and the Working Group on Employee Rating have completed their assignments (see Tabs C, D and G) and are making their final reports. A new Working Group is being organized, replacing these two, which will develop the next phase of the planning.

It will be expected to complete its assignment in February. The Working Group on Career Benefits is expected to complete in February that part of its assignment which does not require legislation (see Tab E). The Working Groups on Training, Extension Training and Rotation are expected to complete their assignments and make their final reports in February (see Tab F).

7. The membership of the Working Groups and their assignments are as follows:

a. Working Group on SELECTION CRITERIA



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Problem:

To investigate ways and means of motivating the Career Service Program with respect to employee participation and to recommend to the Career Service Committee criteria by which employees become eligible to participate; to recommend the mechanics of selection (i.e. whether there should be selection and review boards and what their number, location and composition should be) and to recommend the degree to which selection governing participation in the Career Service Program should be centralized.

b. Working Group on EMPLOYEE RATING



25X1A

Problem:

To recommend to the Career Service Committee a system or systems for rating employees and for evaluating their on-the-job performance that can be immediately installed on an "experimental" basis; to recommend whether there should or should not be, in addition, a report containing an estimate by the supervisor of the employee's potentiality and recommendation for future assignment together with a statement by the employee of his preference for future assignment; to ensure that rating systems recommended can be integrated into a Career Service Program; to recommend methods of approaching uniformity in rating standards and to ensure that ratings are responsive to job duties and responsibilities; to recommend procedures for use of the respective offices in handling employee ratings, to recommend procedures for issuance and notification of ratings, and for review and appeal techniques.

25X1A

c. Working Group on CAREER BENEFITS

Problem:

To recommend to the Career Service Committee the scope of and degree to which Career Benefits are necessary and desirable; in what manner these can be applied to develop an esprit de corps; how, in particular, tangible or intangible compensation may be made in connection with assignments to hardship or unhealthful overseas posts; how to administer and to determine the application of hazardous duty pay; whether bonuses and meritorious promotions can or should be used as reward for outstanding performance or as compensation for achieving and maintaining certain skills; whether a special retirement system is needed and if present disability and death compensations are adequate; to recommend a legislative program to affect the above.

d. Working Group on TRAINEES

Problem:

To recommend to the Career Service Committee methods of locating, selecting, recruiting, security clearing, evaluating, assessing, and testing, training and assigning trainees; to consider criteria and standards for their selection and curricula for their training; to investigate the magnitude of this program and the appropriate intake; to recommend means of coordinating this program with other programs in the Agency for processing new employees; to consider and recommend security measures, publicity and public relations policies to be adopted in connection with the program; to determine how significant covert opportunities encountered in this program are to be immediately sealed off and channeled to the appropriate covert office.

25X1A

e. Working Group on EXTENSION TRAINING



25X1A

Problem:

To survey the types of extra-CIA training that are required and to recommend to the Career Service Committee policies and procedures for putting into effect an extension training program or programs a.) in universities, colleges and laboratories and other research and educational institutions in the United States and abroad, b.) in service schools and colleges of the Armed Forces, c.) in industry, d.) in other United States Government Agencies, e.) in other friendly foreign intelligence services and f.) in other friendly foreign government units and staff colleges; to inquire into and to recommend methods of selecting individuals, schedules and phasing; to investigate possible magnitude of such a program; to recommend security measures made necessary by reason of these extra-CIA activities; what training in general should be offered in CIA and what outside.

f. Working Group on ROTATION



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Problem:

To recommend to the Career Service Committee a policy regarding intra-Office rotation, inter-Office rotation and extra-CIA rotation; to recommend policies and procedures regarding rotation between overt and covert offices and between domestic and overseas duty; to recommend the degree to which the several types of rotation should be centralized or de-centralized within CIA; to recommend procedures by which the several types of rotation should be administered, scheduled and controlled in order to advance the development of the individual and contribute the greatest benefit to CIA and to its component offices.

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THE CAREER SERVICE POLICY OF THE CENTRAL INTELLIGENCE AGENCY

The course of world events has put the United States in a position of world leadership. An unparalleled opportunity exists for persons of integrity, ability and determination to serve their country in the intelligence field.

If it is to fulfill its mission, the Central Intelligence Agency must offer attractive careers to able people. The CIA Career Service Program answers this challenge. It provides an opportunity for you and the Agency to work together in developing your abilities and qualifying for advancement.

In simplest terms the Career Service Program seeks to ensure for every person in CIA fair appraisal of performance....a carefully planned development program....and advancement based on demonstrated merit. You will get a full explanation of each step in the Program as these steps are put into effect in coming months.

Cooperation in career development between the Agency and persons of ability will ensure that the present and future intelligence requirements of the United States are met. This cooperation will also ensure a full and rewarding career to those persons who dedicate themselves to the security of the United States.

[For the signature of the DCI]

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ROTATION

1. Rotation is the process of systematic designation and redesignation of an individual to various kinds of duty and training for the purpose of improving his capacity to serve the Agency.

2. Specifically, rotation aims at the following objectives:

a. For the Agency:

- (1) A more effective and more economical utilization of the Agency's manpower.
- (2) A method of improving the selection and broadening the experience of individuals to serve in key positions.
- (3) The cultivation of an esprit de corps based primarily on the reward for merit principle.

b. For the individual:

- (1) Assisting him to do his present job more effectively by:
 - (a) Increasing his knowledge in depth in his field.
 - (b) Providing him with new skills, techniques and methods of performance.
 - (c) Improving his ability to plan his work and to direct and supervise others in it.
 - (d) Increasing his understanding of the necessary relationships of his job to those of collateral and higher echelons of the Agency.
- (2) Preparing him to undertake jobs of increasingly greater responsibility commensurate with his growth potential by:
 - (a) Broadening his understanding of the objectives of the Agency and its mission.
 - (b) Intensifying the development of his planning, managerial and supervisory skills.
- (3) Providing him more opportunity to find the field in which he does best.
- (4) Removing an individual from a "rut".

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Working Group on SELECTION CRITERIA

12 December 1951

CENTRALIZATION OF SELECTION FOR PARTICIPATION
IN THE CIA CAREER SERVICE PROGRAM

1. INTRODUCTION

The Working Group agreed to consider the subject of centralization of selection of candidates for participation in the Career Service Program in over-all, general terms as distinguished from the procedures of the selection process which will involve detailed consideration of such specific items as promotion policy, selection out, and so forth.

2. RECOMMENDATIONS

A. Policy respecting both the selection process and the operation of the Program should be centralized in a CIA Career Service Board, acting on behalf of CIA as a whole, while the mechanics of the selection process should be decentralized to Office Career Service Boards. The procedures and details of operation of the Program should be a primary responsibility of Assistant Directors and Office Heads. In order to provide further decentralization, if the size of a particular Office or comparable unit makes it necessary for efficient and equable processing, Assistant Directors or Office Heads should create additional, equally empowered boards as necessary.

B. CIA Career Service Board

1. Membership:
 - a. Deputy Director, CIA or alternate
 - b. Deputy Director, Plans or alternate
 - c. Deputy Director, Administration or alternate
 - d. Director of Training
 - e. Assistant Director, Personnel

Secretariat (Career Development Staff:
Personnel Office)

2. Functions:
 - a. Develops policy governing the Career Service Program for submission to the Director of Central Intelligence and serves as his advisor on all matters concerning the Program.

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- b. Advises, and reviews the functioning of, /Office/ Career Service Boards.
- c. Reviews the functioning of the Career Service Program including:
 - 1) Approving, on a continuing basis, selection standards employed in the training and rotation programs.
 - 2) Acting as final board of appeal and adjudication in all Career Service matters involving /Office/ Career Service Boards, Agency Offices or comparable units and individuals.

C. /Office/ Career Service Board

- 1. Membership:
 - a. Assistant Director or Deputy Assistant Director (or Office Head)
 - b. Staff or Division Chiefs (as appointed by Assistant Director or Office Head)

Secretariat (as appointed by Assistant Director or Office Head)

The proceedings and actions of each Office Board, including the list of its members, will be available on a regular basis to the CIA Career Service Board. It is recommended that consideration be given to augmenting the Office T/O's, if necessary, in order to provide the necessary Secretariat.

- 2. Functions:
 - a. Serves as advisor to the Assistant Director or Office Head and acts for him on all matters pertaining to the Career Service Program.
 - b. Approves or disapproves selection for initial participation in the Career Service Program.
 - c. Directs within the office, the application and functioning of the Career Service Program.

3. DISCUSSION

It was generally acknowledged that the current proposal for establishment of a Career Development Staff in the Personnel Office was sound and essential. With regard to the /Office/ Career Service Boards, it was the opinion of the Selection Criteria Working Group that only Assistant Directors or Office Heads, their Deputies, and Staff and Division Chiefs should serve as members.

26 September 1951

MEMORANDUM FOR: Each Assistant Director and Office Head
FROM: Assistant Director/Personnel
SUBJECT: Career Service Committee.

1. The Career Service Committee has been appointed by the DCI to prepare and submit to him a plan to implement a career personnel program in CIA in connection with:

a. "A Program for the Establishment of a Career Corps in the Central Intelligence Agency", dated 7 August 1951.

b. The comments and recommendations of the Assistant Directors and Office Heads that have been made therein.

2. The Committee consists of:

X1A [redacted] Assistant Director/Personnel, Chairman
Matthew Baird, Director of Training
X1A [redacted] Deputy Assistant Director, National Estimates
C/OPS, Office of Special Operations

X1A 3. [redacted] has been appointed Executive Secretary of the Committee, and he will call on you in the immediate future to acquaint you with the problems of the Committee and to enlist the participation and support of your Office in the implementation of this extremely important program. Since it is of large proportions, it will not be possible to put all necessary measures into effect at once. Further, additional studies and research in a number of areas are required. In order to accomplish this, your Office will be asked, from time to time, to nominate a representative who together with others, will form a small temporary Working Group to prepare studies for and make recommendations to the Career Service Committee.

4. While it is recognized that each Assistant Director and Office Head is overburdened with other responsibilities, it is believed that the importance of making steady progress in the field of career service ranks high on the CIA priority list. As you know, the DCI is deeply interested in this program. The Committee is counting on your personal and active support.

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FROM: Assistant Director/Personnel

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CAREER SERVICE COMMITTEE

Working Group on SELECTION CRITERIA

17 January 1952

SELECTION CRITERIA FOR PARTICIPATION IN CIA CAREER SERVICE PROGRAM

1. INTRODUCTION

Two major assumptions for planning are accepted:

A. Assumption #1

A Career Service Program must embrace each employee from the day he enters on duty with, through the day he finally separates from the Agency and beyond that day to include all retirement and other benefits due him or his dependents. On the other hand it must discover, develop and place future key Agency executives and administrators. The Program, therefore, will comprise two major efforts:

- (1) First, continuing effort toward effective Agency personnel and training programs. This affects directly all employees and accomplishes such tasks as:

- (a) Recruitment and Placement
- (b) Employee Evaluation
- (c) Salary and Wage Administration
- (d) Employee Relations and Counseling
- (e) Normal Indoctrination and Training
- (f) Retirement and other benefits and prerogatives

This portion of the Career Service Program, then, applies to all CIA staff employees and staff agents without distinction as to grade, assignment, professional or clerical status, length of service and allied factors.

- (2) Second, the effort to discover and to exploit fully the potential and talents of proven employees. This is essentially a Development Program to insure the best possible use of Agency employees. The effort put in the development of a given employee must be determined by and justifiable only on the basis of potential and proven ability. The result of this effort is not ~~all-embracing~~, but will vary with the individual. However, it

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will function along two distinct lines. On the one hand it will provide continuing and intensive training for large numbers of Agency personnel in all job fields. On the other hand it will locate, equip and produce the relatively small numbers of future Agency key executives and administrators. In any event the Development Program will better qualify the employee for advancement. The Program will operate through such means as:

- (a) Rotation
- (b) Re-training (seminar and refresher courses)
- (c) Duty assignments with on-the-job training
- (d) Extension training, including sabbatical leave, overseas travel and high-level training assignments such as National War College, Joint Chiefs, Dept. of State Policy Planning Staff.

In view of the foregoing, each staff employee and staff agent does in fact, upon the day he accepts employment, become a participant in the Career Service Program and must be apprised of its incentives, benefits and responsibilities.

B. Assumption #2

All staff employees and staff agents participate in the Career Service Program. However, for participation in its Development Program, selection criteria are required. The remainder of this paper relates to these selection criteria.

2. RECOMMENDATION

- A. CIA employees in the Career Service Program who satisfy the following requirements shall be eligible to participate in the Development Program:
 - (1) Staff employee or staff agent status (required for Career Service Program).
 - (2) Proven, satisfactory service certified in writing by the employee's ~~Office~~ Career Service Board (see "Centralization of Selection for Participation in the CIA Career Service Program" dated 12 December 1951). Determination of "proven" service shall be based generally on appraisal of at least two years' CIA service of the employee. Less than two years' CIA service will require final approval of the CIA Career Service Board.
 - (3) Written agreement of intent to make a career of employment with CIA, including willingness to serve in any domestic or

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overseas CIA post for which by Agency determination qualified jobwise and physically.

(4) Security concurrence by I&S Office.

B. Eligibility to participate in the Development Program shall be determined only on the basis of the above-stated requirements. It is to be noted particularly that:

(1) No age limitations are set.

(2) Civil Service Commission certification is not required.

(3) No formal educational requirement is prescribed.

3. DISCUSSION

A. Re Introduction

The planning bases laid down in INTRODUCTION stem from two major aims:

(1) To banish from employees' minds the fear that the Career Service Program is a scheme for creating and nurturing an elite corps of a favored few.

(2) To make the incentives and benefits of the Development Program available to those Agency employees who demonstrate potential and interest in long-term CIA employment.

B. Re "Staff employee or staff agent status"

This excludes from the Career Service Program contract, consultant, and special agent categories. It embraces those who work full time with no predictable short-term connection.

C. Re "Proven satisfactory service"

This is intended to permit flexibility while also setting a normal requirement of two years' CIA service in order to assure a reasonably uniform standard throughout the Agency. When the Office Career Service Board feels an exception is justified, this provides a regular procedure for requesting the exception.

D. Re "Security concurrence by I&S...."

This leaves control of security requirements with I&S.

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E. Re "Written agreement of intent to make a career of employment with CIA"

The Agency has a vital security investment and a substantial financial investment in any fully-cleared and trained employee. These investments increase with length of service. In the interest of both factors, the Agency must attempt to reduce the employment mortality rate by every possible means. A successful career service program should build within the Agency an ever increasing body of employees with training, broad experience and education superior to those of most other government Agencies and Departments. There can be expected, therefore, a tendency to proselyte CIA careerists on the one hand and on the other a growing temptation for CIA careerists to accept a here-and-now promotion with another Agency to grades which CIA vacancies would not then permit. Therefore, this requirement is set: not as a legal preventive but as the only feasible measure, a moral binder.

F. Re "Written agreement to serve in domestic or overseas CIA posts for which by Agency determination qualified jobwise and physically"

Again this is no legal binder since in the final analysis any employee may reject an Agency decision on domestic or overseas employment and resign. But it does seem reasonable to ask that an employee who wants a CIA career be willing, if qualified jobwise and physically, to serve away from Washington, D. C. for some periods. CIA can operate only by staffing a complex of world-wide areas. It must, therefore, make its career service incentives - such as advancement, tenure and retirement - strong enough to attract and hold many persons who want jobs that are not run-of-the-mine government chores in a tidy and secure niche cemented to a single geographical point. Other things equal, a person so willing to serve is worth more to CIA and merits more from CIA. The "jobwise and physical" qualifications should operate to protect individuals from moves to assignments for which they are not suited, and the Agency from wasteful moving of its personnel.

4. COMMENT

The concept and recommendations here proposed would ensure for the employee:

- A. Codification of rights and benefits so that the employee knows where he stands and what he may reasonably plan for. These should include preferential advancement, tenure and retirement for those in the Development Program.
- B. Increased opportunity for training - within and outside CIA.

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- C. Increased opportunity for rotation.
- D. Increased opportunity for education - within and outside CIA.
- E. Increased assurance that he will go as far as his ability justifies.

It is emphasized that there is no guarantee to the individual of promotion or ultimate grade level.

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